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## SUMMARY

## BUDGET AND FISCAL ACTIVITIES

## 1. CONCLUSIONS.

- 25X1A a. With the exceptions, as noted below, the Budget and Fiscal [REDACTED] of the various Area Divisions and the budget and fiscal functions of the various Senior Staffs of the DD/P are appropriately located organizationally for the most economic and efficient performance of essential budget and fiscal functions.

## (1) Exceptions.

- 25X1A [REDACTED]
- b. Provided that the following recommendations are adopted and implemented, the number of personnel estimated to be required for the performance of the essential budget and fiscal functions in the DD/P area can be materially reduced as shown under paragraph 4 below.

## 2. RECOMMENDATIONS AND IMPLEMENTATION NECESSARY TO EFFECT SUCH RECOMMENDATIONS.

Recommendations

- 25X1A a. Administrative elements of the DD/P discontinue the function of preparing travel vouchers for staff employees and the employees be encouraged to utilize Central Processing Branch in accordance with [REDACTED] paragraph 3.
- b. Preparation of travel orders be withdrawn from all area divisions and Staff elements of the DD/P and assigned to [REDACTED]

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TAB D

## Personnel and Training Summary

1. CONCLUSIONS

- a. The necessity for close-in personnel support to organizational elements of the DD/P justifies the organizational placement of certain personnel functions in those elements. Exhibit 1 contains a summary statement of functions for Area Division Personnel and Training [REDACTED] based on present activities. Exhibit 2 contains a statement of the Personnel functions which should be more appropriately performed. A comparison of the Personnel functions being performed (Exhibit 1), and the personnel functions which should be performed (Exhibit 2) indicates a present lack of full utilization of personnel specialists in manpower planning, development of the personnel aspects of administrative plans to projects, and the monitoring of such plans for compliance.
- b. The functions of security, cover and training, closely related to personnel administration and more often found as collateral duties of Personnel Offices, should be recognized as functions presently performed on a full time basis in some Area Divisions and the organizations and T/O's of Personnel Sections be re-aligned to reflect such conclusions. The variance in organizational location of these functions are shown in Exhibit 3.
- c. In three out of seven Divisions, administrative staff or Personnel Officers assisted in the briefing of contract personnel and preparation of Contract Information and Check List forms on practically a full time assignment basis. Inasmuch as such assistance is limited to the Metropolitan Area of Washington and the fact that it is basically a responsibility of the Case Officer, it would tend to indicate that the Personnel [REDACTED] function should be limited to a point of record, advice, monitoring and liaison with the Agency Special Contracting Officer. It is concluded that there is no sound justification for the full time [REDACTED] in Exhibit 2 shows the variance in organizational location of this function.
- d. The numbers and types of records and files maintained in Area Divisions vary considerably and are susceptible to standardization. Exhibit 2 shows, for example, the type of Position Inventory Records maintained. Guidance and policy in the standardization of records, files and forms should emanate from DD/P Admin. with the assistance of the Personnel Office, DD/A.

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Exhibit 1

**FUNCTIONS PROPOSED FOR PERSONNEL AND TRAINING SECTIONS OF DD/P AREA DIVISIONS**

1. Maintenance of current information and status of T/O's and employee inventory records.
2. Coordination and review of Personnel Evaluations' Reports.
3. Servicing and support of Staff Career Service Board activities by:
  - a. Providing advance information on returning personnel including information on vacancies and recommends candidates and/or qualifications desired for replacement.
  - b. Providing summary information on numbers, grades, slots of grades, location, etc. of personnel by career category. (Note: This will be unnecessary after the Staff Career Boards set up their files.)
  - c. Maintaining control and follow up on the application of training prescribed by Career Service Board actions.
  - d. Preparations and processing of SF-32 and such other supporting papers as may be required to accomplish personnel actions and maintain current information on the status of such actions.
4. Briefing of employees prior to overseas movement. This briefing includes a check on departing employee's cover story to ensure that the employee has a cover story and understands it. Reviews and recommends appropriate cover in specific instances. (Supplemental to briefing provided by Central Processing Branch.)
5. Corresponding with Headquarters and Field elements on matters of inquiry, policy interpretation, and [REDACTED]
6. Serves as the central point in a Division for providing personnel information and assistance such as the following: advising on the filling out of personnel [REDACTED] contract personnel forms, annual, sick and DOP policies, promotion time in grade criteria, draft deferment procedures, career designation matters, questions relating to T/O slotting, security clearances, and correspondence.
7. Performs Division Training Liaison function; represents Division in training meetings and keeps Division informed of general training policy and procedures and of training courses and facilities; reviews promotion requests to ascertain if employee meets training requirements; arranges, in conjunction with Branches, required training for employees; maintains records and follow-up on training matters.

8. Performs Division physical security function; prepares and assigns Division check list roster and on call duty roster; investigates reported violations; recommends and arranges for proper disciplinary action.

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PERSONNEL FUNCTIONS  
of an  
Operating Office

1. MANPOWER PLANNING

Furnishes specialized guidance to operating office elements in manpower planning to accomplish assigned tasks. Manpower planning includes estimates for numbers and types of personnel required, skills and abilities which will be needed, staffing patterns required to provide coverage of such skills and abilities.

2. CONTRACT AND PROJECT PERSONNEL

Participates with operational personnel in developing personnel aspects of administrative plans and securing approvals. Assists in execution of personal service contracts, and monitors operating projects for compliance with approved plans.

3. T/O DEVELOPMENT

Assists operating office personnel in development of Tables of Organization by providing advice as to format, preparation of justifications, and estimate of proper job classification.

4. STAFFING REQUIREMENTS

Serves as coordinating point for the operating office in preparation and authentication of requests for personnel which are directed to the Personnel Office. Requests specify necessary and desirable qualifications required for the positions to be filled, together with statements of limiting or unusual factors inherent in the positions.

5. RECORDS AND REPORTS

a. Maintains a current record of T/O of the operating office against which names of individuals on duty or in process are indicated. As a part of this T/O record maintains on a current basis personal information on each operating office member, utilizing OF 4b for the purpose. Posts to OF 4b pertinent changes involving operating office personnel. Maintains current working file for individuals assigned to the operating office.

b. From the combined record prepares such special personnel reports or tabulations as may be required by the operating office which are supplemental to official reports prepared by the Personnel Office.

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## 6. PERSONNEL EVALUATION REPORTS

Serves as central coordinating point in the operating office for assuring that Personnel Evaluation Reports are complete and timely and that approved recommended actions are effected.

## 7. REQUESTS FOR PERSONNEL ACTIONS

From the T/O record reviews or prepares Request for Personnel Action, SF-52 involving operating office personnel. Responsible for securing the required concurrences and approvals prior to submission of the actions to the Personnel Office.

## 8. LIAISON

a. External. Conducts continuing liaison with other Agency elements (such as Personnel, Medical, Security, Finance, Fiscal) on matters affecting operating office personnel, and serves as the central point within the operating office where other Agency elements may secure information or direct requests for action involving operating office personnel.

b. Internal. Serves as the central point where operating office personnel may direct their inquiries concerning personal status, actions affecting them, personal problems, and the like. On matters not within the cognizance of the operating office personnel officer, the individual is referred to the proper office, whether it be the Personnel, Medical, Security or other Office responsible for or cognizant of the problem.

## 9. ASSISTANCE TO CAREER SERVICE BOARDS.

Provides assistance in the nature of specific statistics, evaluations, prior or current plans for utilization for career service boards concerned with rotation planning, career development, and training of operating office personnel.

## 10. OVERSEAS MOVEMENT

Serves as central coordinating point within the operating office to assure that individuals are scheduled with Central Processing Branch, Personnel Office, and assists the Personnel Office by initiating or securing the initiation of operating office documents required to effect the movement. Supplements CPB/PO briefings to the extent that specific instructions not covered in the general briefings are made known to the traveller. Arranges for operational de-briefing of returnees from overseas assignments.

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NOTE: The following non-personnel functions may sometimes be assigned to the operating office personnel group when in the opinion of the operating office head such assignments are desirable or necessary: a. Training Liaison Officer, b. Physical Security Officer, c. Cover Officer.

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